



North Central London  
Clinical Commissioning Group

# Directorate Staff Briefing 20 October 2021

# In this briefing. . .

- Integrated Care System (ICS) transition update
- All staff in conversation event – tomorrow!
- Improving general practice access
- Overview of the commissioning cycle
- Contract sign off sheet
- Procurement training reminder
- Return to office working update
- Haringey and Enfield office moves
- New Establishment Control Process has launched
- Staff Awards 2021 have launched!
- Job shadowing
- Some reminders and upcoming events



# Integrated Care System (ICS) update

# Health and Care Bill



North Central London  
Clinical Commissioning Group

- The Health and Care Bill continues its route through parliament, which returns from a recess this week.
- MPs will next debate the Health and Care Bill on Thursday which should provide more information on the Bill's likely passage through parliament
- To date, no significant changes to the Bill have been thrown up and we are continuing with our local plans focused towards the 1 April 2022 date.
- NHS England and NHS improvement continue to share guidance to aid our plans for coming together as a statutory organisation.
- All guidance documents are being published on the NHS website:  
<https://www.england.nhs.uk/publication/integrated-care-systems-guidance/>
- We are expecting some guidance on naming conventions for the new statutory organisation in the coming weeks and will share this with colleagues when confirmed.

# Integrated Care Board



North Central London  
Clinical Commissioning Group

- Within the guidance – and the Health and Care Bill – there are references to an ‘NHS Body’, that will be responsible for NHS strategic planning and allocation decisions, and be accountable to NHS England for NHS spending and performance within North Central London.
- This ‘Body’, expected to be called the North Central London Integrated Care Board, will be in place of the current North Central London CCG. It will have board membership from NHS trusts, primary care and Local authority partners.
- Key responsibilities of the Integrated Care Board will include:
  - commissioning health services to meet the needs of the population
  - setting the strategic direction for the system
  - overseeing and co-ordinating the NHS revenue budget for the whole system
  - developing a capital plan for NHS providers regarding NHS Estates.

# Community partnerships



North Central London  
Clinical Commissioning Group

- A key focus as we move towards the 1 April is looking at how we listen to, and partner and make decisions with our local communities.
- Earlier this month, we had the first meeting of the Community Partnership Forum, chaired by Mike Cooke.
- This meeting brought together representatives from the NHS, Healthwatch, the VCSE sector and our people and communities.
- The Forum will play an important role in overseeing and ensuring resident involvement at a system wide level.
- This Forum is in addition to borough-based involvement of VCSE sector representatives, including Healthwatch and patient participation groups.
- We have been working with colleagues to take advantage of opportunities to speak with resident and community groups. If you would like to speak to the team about speaking at a meeting, please email [northcentrallondonics@nhs.net](mailto:northcentrallondonics@nhs.net)

# Next steps

- A crucial next step is the appointment of the Chief Executive Officer for the new Integrated Care Board. The recruitment process is underway and we expect to make our appointment, subject to national approvals, before the end of October.
- The new CEO designate will then begin to construct a leadership team including a chief medical officer, chief nurse and finance director.
- When the CEO designate is in post, there will be a series of meetings with key partners across NCL to better understand strengths, challenges and what support might be required to achieve our ambitions in NCL.
- We will establish a Board, but will await more clarity from the legislative process before commencing this, hopefully towards the end of the year.
- As a Partnership, we hope to be in a position to agree our ambitions for the next few years, our short-term priorities and our core principles for working together by the end of March 2022.

# Capturing key lessons

- The ICS transition programme will look to capture key lessons from previous change programmes, in particular the merger of our five CCGs to form North Central London CCG in 2020.
- We also want to capture existing good practice and what is working well. If you wish to share your thoughts please complete our brief anonymous survey:  
<https://feedback.camdenccg.nhs.uk/north-central-london/7a5beb39/>
- A due diligence group has been established to oversee the technical elements of the CCG transfer including finance, HR, commissioning, quality, corporate services and communications and engagement. The group meets fortnightly and reports into our Transition Board.
- We will continue to provide regular updates on the ICS transition as it progresses. Richard Dale, Executive Director of Transition, will be talking about the ICS transition at the all staff in conversation event tomorrow and will be happy to answer any questions that staff have.



# All staff 'in conversation' event

- Our next all staff in conversation event is taking place tomorrow, 10-11am on MS Teams
- The agenda will include:
  - Updates from our Accountable Officer and Chief Finance Officer
  - Updates on the ICS development
  - Opportunities to ask questions
  - A taster mindfulness session kindly run by Brett and Kitty
- We are going to try and use normal MS Teams for this event (rather than Teams Live) so that staff can use the chat/hands up functions.
- All staff should have the calendar invite and joining link in their diaries – however, if you don't, please contact the comms team on [Nclccg.communications@nhs.net](mailto:Nclccg.communications@nhs.net)
- We are looking forward to seeing you all tomorrow.

# Improving general practice access – winter 2021/22

- NHS England/Improvement published a document last week called ['Our plan for improving access for patients and supporting general practice'](#).
- The document is focused on increasing capacity in, and access to, general practice, and includes an announcement of a £250 million 'Winter Access Fund'.
- The document is written in the context of a number of things, including:
  - The complexities around good access to general practice, linked to workforce capacity, digital and estates challenges
  - Successes in adoption of remote consultations and triage-first pathways
  - Increased demand on general practice, including the backlog caused by the pandemic
  - Increased abuse that many staff are sadly facing
  - Little evidence based guidance on the most appropriate blend of appointment modes e.g. online, telephone and face to face – and messages in the media about a reduction in face to face appointments.
  - Winter pressures

# Improving general practice access – continued

- We are required to do a number of things in response to the document, including production of an NCL plan by 28 October to help us access the Winter Access Fund
- We have written to all practices to provide reassurance that we will co-produce the plan with them, using the wealth of suggestions they have already talked to us about as the basis for the plan.
- We have also assured them that we will minimise any bureaucracy for practices to access funding, and most importantly, thanked them for the incredible job that we know they are doing in tremendously challenging circumstances. This includes our PCN sites having delivered over 1 million vaccines!
- We will share a further update with you at the next staff briefing when we have submitted our plan
- Updated infection control guidance (IPC) was also published last week and provides more flexibility for practices around IPC if they want to use (but it's not mandated)
- If you have any questions, please contact [sarah.mcilwaine@nhs.net](mailto:sarah.mcilwaine@nhs.net)

# Overview of the commissioning cycle

- A commissioning cycle document is now [available on the intranet](#) and provides an overview of the CCG's commissioning cycle.
- The document sets out the processes and stages involved in agreeing a decision to proceed with a programme of work, whether that is a new investment, an extension, a procurement, a section 75 programme or a renewal.
- The key stages of the commissioning cycle include:
  - Initial screening and work up stage
  - Review and approvals
  - The outcome – i.e. managing what needs to be done in different circumstances e.g. managing a procurement, terminating a contract, varying a contract etc.
- Mark Eaton (Director of Strategic Projects) would be very happy to come and talk about the commissioning cycle in more depth at individual directorate briefing sessions – please get in touch with him on [mark.eaton1@nhs.net](mailto:mark.eaton1@nhs.net)

# Contract sign off sheet

- It is important that we formally document the approval process when signing contracts. This allows us to ensure we are following the Standing Financial Instructions (SFIs) and that the contract has been reviewed by the necessary directors and committees.
- We have refreshed the NCL contract sign-off sheet to streamline this process, and provide clarity around what detail needs to be included on the form. We have also included timescales for when sign off is expected at each level, to try and minimise blockages.
- The form is available on the intranet ([under the policies and forms section](#)).
- Please use this form for any contract that requires signing.
- The form should be completed by the contract lead who will need to obtain the necessary signatures and ensure that the completed form is saved on the system – as this is often something that we can be audited on.
- Once completed, the contract lead should also liaise with the CSU contracts team (Julian Hartley) to ensure the contract/ procurement registers are updated accordingly.
- Any questions about this sheet or process, please contact Julian Hartley [julian.hartley@nhs.net](mailto:julian.hartley@nhs.net) or Ernie Gartrell [ernie.gartrell@nhs.net](mailto:ernie.gartrell@nhs.net)

# Procurement training

- A reminder that procurement training will be held on Wednesday 27<sup>th</sup> October 2021 from 11am to 12pm
- Please join if you would like to:
  - Understand procurement
  - Know more about frameworks
  - Know about more about Single Tender Waivers
  - Understand the CCG's formal approval processes
  - Know more about the proposed future NHS procurement regime
- You can book your place via the [Learning Hub on the intranet](#) (the Learning Hub page is under the main HR & OD tab).

# Return to office working update

- Following our last update, many staff have welcomed the opportunity to visit our offices to undertake collaborative activities or simply to just start spending some more time in the office, where this has been felt to be beneficial
- Please remember that all staff working in our offices are required to follow pragmatic processes which have been put in place to help keep all staff safe
- Our dedicated [return to office intranet page](#) explains everything you need to know about office working, including:
  - How to do a risk assessment with your line manager
  - How to book a desk via DeskSmart before coming to the office
  - When to take a lateral flow test
- We do realise this continues to be a difficult time for many of us, and along with this recent increase in infection rates and in line with our agile working policy, we are continuing to encourage staff to choose what working patterns and office attendance works best for them and the business during the winter period.
- We will regularly review our current office protocols and will amend them taking into account any developing government guidance.



# Return to office working - offices

Staff are reminded that it is recommended they visit the following sites for office working – including collaborative activity:

- Borough directorate:
  - Performance & Assurance, Planned Care, Primary Care and Surge teams: Camden office
  - All other teams: current borough offices
- Corporate Services directorate: Islington office
- Finance directorate: Camden office
- Quality directorate
  - Quality teams: borough offices
  - CHC team: borough offices
  - CIC team: Islington office
- Strategic Commissioning directorate: Camden office
- Strategy directorate: Islington office



# Haringey and Enfield office moves



North Central London  
Clinical Commissioning Group

- In Haringey, the 4<sup>th</sup> floor at River Park House remains out of use. Discussions are continuing with the Local Authority to secure another area within River Park House for CCG staff until the proposed move to 48 Station Road in summer 2022. Once confirmed, we will let staff know the arrangements.
- In Enfield, a formal consultation process started last week with affected staff regarding the temporary office relocation to North London Business Park in Barnet as a result of the CCG being served notice by the landlord to vacate Holbrook House and Churchwood House by January 2022.
- Colleagues with a Haringey or Enfield office base are being regularly updated by the Business Services team about the office move situation in their borough.
- The latest update was also shared in Friday's all staff newsletter (15 October).
- If you have any questions, please contact the Business Services Team on [nclccg.businessservices@nhs.net](mailto:nclccg.businessservices@nhs.net)

# New Establishment Control process

- Our new Establishment Control Process (ECP) is now live.
- The ECP replaces the previous workforce approval process (WAP) and aims to be a much more streamlined and simplified process
- Please make sure you visit the [dedicated intranet page to find:](#)
  - A summary of the new process
  - All the new forms you need to use - please review the 'which ECP form to use guide'
  - Names and contact details of the new ECP champions in each directorate who can provide support on the process and will have access to a shared e-file system to log and maintain a central establishment list for each directorate.
- Training for managers on the new ECP will also be provided and dates will be published on the [intranet learning hub page](#)
- There will be a grace period to phase out the use of the 'old' WAP forms – the 'old' WAP forms will be accepted until 5 November 2021.
- If any staff/managers have any questions about the new process, please do contact the HR team via [Nclccg.hr@nhs.net](mailto:Nclccg.hr@nhs.net)

# Staff Awards 2021



North Central London  
Clinical Commissioning Group

- Our Staff Awards for 2021 have now launched!
- The awards celebrate the hard work, dedication and supportive care given by our staff
- This year's categories are aligned to our values; there are awards for effectively demonstrating each value
- In addition, there are also the following awards:
  - People's Choice
  - Outstanding Leadership
  - Best Team (Innovation and Change)
  - Unsung Hero
  - Going the extra mile
- Everything you need to know about the awards and how to nominate is in the staff newsletter and [on the Staff Awards 2021 page on the intranet](#)
- Get nominating to celebrate the amazing work of our colleagues!

# Appraisals: mid-year review time

- We have now approached the mid-year review stage of the CCG's appraisal cycle (October – November).
- The mid-year review provides an opportunity to have an effective conversations to:
  - Look back and review key achievements in line with objectives that were set during the start of the appraisal process
  - Ensure staff are on track to achieving their objectives and what is expected of them for the remaining part of the appraisal year
  - Ensure objectives are reviewed in line with any changes to the organisation's objectives.
  - Review the support, learning and development activities that may help meet objectives
  - Have any further discussions about career aspirations and plans.
- To be effective, it is essential that the appraisal process is jointly owned by each member of staff and their line manager.
- We would like to encourage all CCG staff and managers to use the appraisal module on the Workforce System to record the mid-year performance.
- Further information is [available on the intranet](#)

# Job shadowing

- Our CCG is keen to support staff at all levels to access internal job shadowing opportunities.
- There is so much that can be gained from job shadowing - we believe this will give an observational and experiential insight into how other parts of the CCG deliver their services, as well as helping to build internal networks.
- Job shadowing also provides individuals with an opportunity to gain a better understanding of other areas or roles they may be interested in.
- You can find out more about job shadowing on our [dedicated intranet page](#).
- If you would like to shadow someone, or if you would be happy to be a 'shadowing host', please complete our short expression of interest form, available on the intranet.
- Forms (and any questions) should be sent to: [NCLCCG.OD@nhs.net](mailto:NCLCCG.OD@nhs.net)

# Some reminders and upcoming events

- **Black History Month** is well underway - don't forget to have a look at our programme of events [on the intranet](#)
- **NHS staff survey** – don't forget to have your say! The deadline is 26 November.
- **Mandatory training** – please check if you are up to date by logging into Workforce and clicking on the 'Learning and Development' tab
- The [CCG's structure charts](#) have now been updated and published on the intranet. The charts will be updated going forwards on a monthly basis to take account of starters and leavers.
- **Claim for your flu jab** – the CCG will reimburse the cost of a flu vaccine (up to £15) for all staff who are not eligible for a free NHS vaccine. Claims should be submitted via the expenses section on Workforce.